



**MoF/IARCSC**

# **PRESENTATION ON PREPARATION OF PROPOSAL FOR CBR TIER 3**

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# OBJECTIVES

CBR, a 5-year program, is managed by MoF and IARCSC, and will be implemented by sector ministries in the center and provinces to achieve the following:

- Clarification of ministries' TOR and responsibilities
- Improvement in Service Delivery
- Increase in Development Budget expenditures
- Simplification of Operational Processes
- Implementation of Important Reform Plans
- Preparation/Adjustment of ministries' Organizational Structures by having in view their responsibilities
- Enhancing the Internal Capacities of ministries to Enhance their Performance and Reduce Reliance on External Technical Assistance (e.g., PMU, Advisors, Etc.)



## ATTENTION!

1. Clarification of ministries' TORs and Responsibilities
2. Setting Specified and Clear Goals
3. Organizational Structures and Job Descriptions
4. Implementation of Reform Plans – Monitoring and Evaluation Plans
5. Improving Service Delivery
6. Budget Expenditures, especially Development Budget
7. Preparation of Results' (Outputs and Outcomes) Framework
8. Achievements – Simplification of Operational Processes, Merging of Similar and Parallel structures, etc.



# CBR RESOURCES

CBR provides the following resources to ministries:

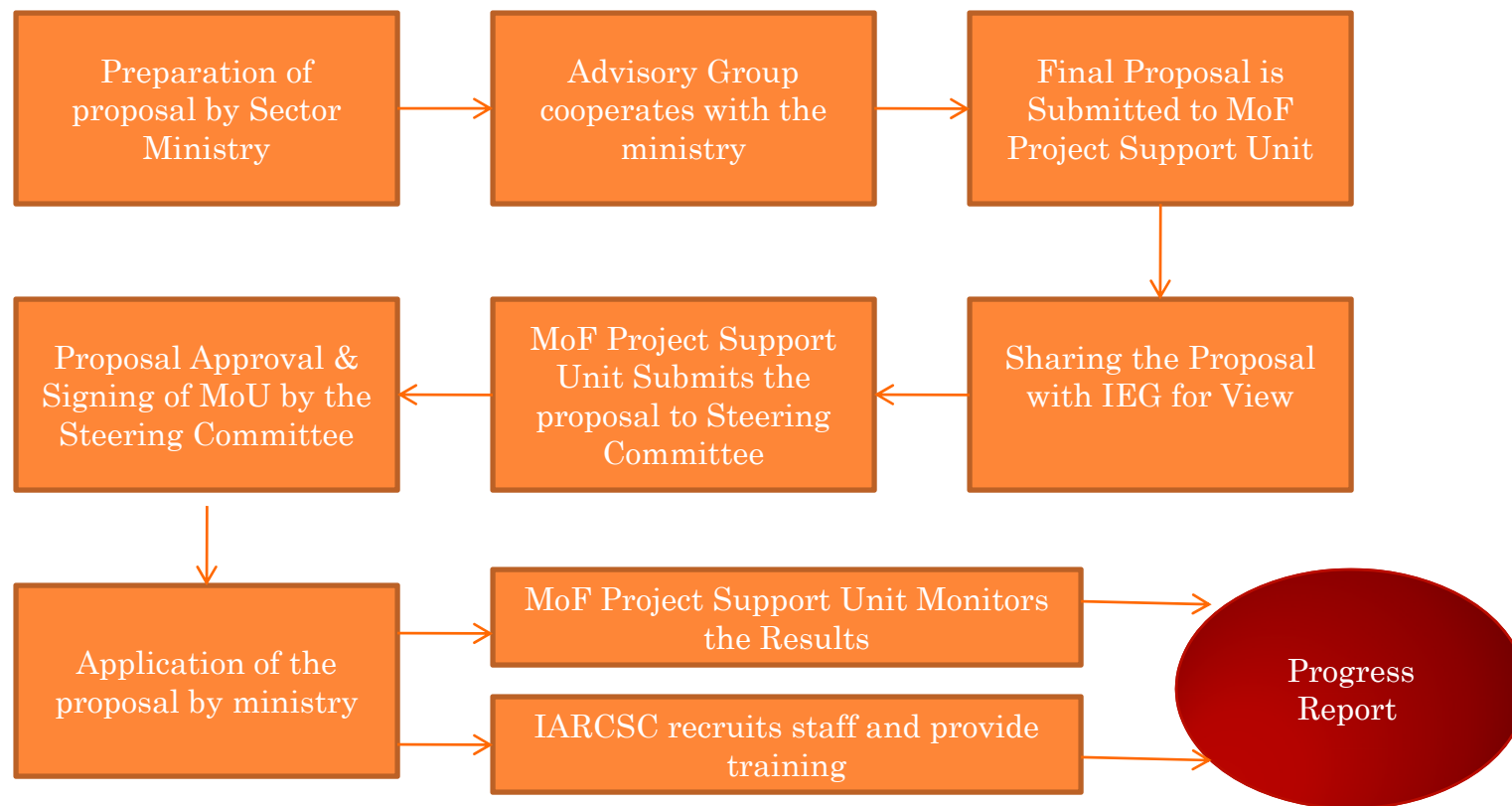
1. Recruitment of staff for Common Function positions
2. Recruitment for SMG posts as needed
3. Recruitment of professional cadres for grade 3-4 of the Tashkil (prior to recruitment, professional cadres should be defined. It takes time, though.
4. Advisors (National and International)
5. Training for employees recruited through SMG and CBR

Recruitment of different categories will be done after the approval of the program proposal by the Steering Committee. The recruitment process will take place as per the Recruitment Plan

Further Results – Further Recruitment!



## PROPOSAL PROCESSING PROCEDURES





# HEADINGS FOR CBR TIER 2 PROPOSAL

## Maximum Time to Prepare Proposal for CBR Tier 3 - 4 months

- Part One:
  - Proposal summary
  
- Part Two: General Information about ministry
  - Background and Vision
  - Responsibilities/Obligations
  - Strategic Goals
  - Overlaps with other ministries/government agencies



# HEADINGS FOR CBR TIER 3 PROPOSAL

- Part Three: Analysis of Current Situation  
Analysis of:
  - Policies, strategies, enforced laws and regulations
  - Ministry's org. Structures/responsibilities
  - HR internal systems in the center and provinces
  - Low/limited Capacities
  - External Assistance & existence of external projects
  - Budget Expending – Development Budget
  - Revenue Collections
  - Management of Provincial Affairs
  - On Budget and Off /Budget support





# HEADINGS FOR CBR TIER 3 PROPOSAL

- Part Four: Expected Results (during next 5 years)
  - Changes/amendments in policies, strategies and laws
  - Changes/amendments in ministries' organizational structures and responsibilities
  - Improvement in HR Depts. at central and provincial levels
  - Other things as mentioned in part 3
- Part Five: Implementation Plan
  - Description of implementation approach for achieving the above results
  - Need for resources (from CBR & other programs)
  - Reduction of projects and parallel structures' staff (by recruiting through CBR, projects staff should be gradually reduced.)
  - CBR Resources (SMG, Common Functions and Prof. cadres)
  - Limited Advisors (Short- and Long-term advisors)





# HEADINGS FOR CBR TIER 3 PROPOSAL

- Part Six: Results Framework
  - Setting Indicators for each directorate
  - Baseline
  - Goals/Objectives
  - Activities
  - Results (Outcome, Output)
- Part Seven: Monitoring and Evaluation Plan
- Part Eight: Annexes



# CONSULTING GROUP

## **Composition of Consulting Group**

Consulting Group is comprised of representatives of MoF, MoEc, G. directorates of OAA and CSMD, it may include one or two advisors from sector ministries. CSMD will have a leading role.

## **Responsibilities:**

Consulting Group for Tier 3 advises ministries how to prepare proposal for the tier to ensure they have taken in view specific plans that really enhance service delivery.

## **Number of Meetings:**

Consulting Group will specify the number of meetings with each ministry as per a schedule. It will rarely have more than one meeting/week.



# Results Framework

**The Results Framework is deemed as the main document of CBR Proposal**

Two kind of indicators should be reflected in CBR Framework:

1. indicators already set in R.F. doc, which can't be changed and are necessary for achieving the goals of the program (e.g. development budget expending, process simplification, SMG recruitments in the center and provinces, recruitment of women in higher posts, maintenance fund, etc.)
2. MoF Project Support Unit and ministries' working groups will work together to set more indicators

Each ministry will have different No. of indicators, which can't exceed 30 indicators/ministry.



# Results Framework

- The timespan for expected results is each 6 or 12 months. As a whole, the situation should improve within 4-5 years.
- MoF Project Support Unit shall cooperate with ministries in preparing the Results Framework by recruiting TA
- Monitoring and Evaluation Plan
- Progress in preparing results framework depends on Recruitment Plan. The plan has been so organized that after being approved by MoF, IARCSC starts recruitment. For instance, if the recruitment of 100 employees has been approved for a ministry during 3-4 years, the recruitment will be divided on quarter and annual bases and it will take place accordingly.

No progress in results – No recruitment as per the plan!

## POINTS TO CONSIDER

In preparing CBR Proposal the following points should be taken in view:

- ❖ Ministry's approved Strategic Plan
- ❖ Ministry's internal assessment
- ❖ Feasible from budget point of view
- ❖ Feasible from political point of view
- ❖ Internal resources availability through Afghanistan National Budget or donors budgetary commitment



## SIGNING OF MoU BETWEEN CBR STEERING COMMITTEE AND MINISTRY

- After the approval of the proposal, an MoU shall be signed between sector ministry and CBR Steering Committee
- The main objective of the MoU is obtaining the agreement/ commitment of the ministry to implement the CBR approved proposal, achieve the specified objectives and finally the results listed in Results Framework.
- Further, the MoU is a kind of understanding between the sector ministry/CBR implementer for accountability.
- Finally, the MoU clarifies the obligations of all the 3 parties (sector ministry, MoF and IARCSC) regarding the Results, Recruitment, Training of employees recruited through CBR, applying Management Internship program, access to data and information during the implementation of the program.





# REQUEST FOR TA

- Advisors (TA) can be recruited in both phases of the program for ministries:
  1. Preparation of CBR proposal
  2. Implementation of CBR proposal
- TA Request Form is sent to the ministry and after being filled in it is sent to MoF P. S. Unit along with TOR for recruitment.
- Ministries should use the resources or the TA that is currently performing duties in the ministry and has been hired by different national and international agencies in preparing and implementing CBR proposal. E.g., CTAP Advisors, donors, etc.
- Apart from the TOR, the Deliverables of advisors (both short- and long-term advisors) should also be attached with the request form
- The request form can be filled in at all implementation phase of the program.
- The number of advisors should be kept limited and the current advisors should be used as far as possible.



FOR FURTHER INFORMATION, PLEASE  
GET IN TOUCH WITH:

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